

Senior Support Services (CPHC)  
Community & Primary Health Care – Lanark,  
Leeds & Grenville Corporation

# 2018 - 2019 Annual Report



## VISION ....

To be the leader and provider of choice offering innovative, responsive, and quality services for seniors to live independently in their own homes and communities



**Senior Support Services**  
*Supporting Seniors Independence  
at Home and in the Community.*

## MISSION ....

To provide client centered services for seniors and their caregivers which promote choice, independence, and safety in their own homes and communities.



**Senior Support Services**  
*Supporting Seniors Independence  
at Home and in the Community.*



## Greetings from the Chair,

I would like to take this opportunity to welcome everyone to the Annual General Meeting and to share my brief report to review our year. Certainly this past year has been interesting and unique.



I am very proud to say that our staff and Board have stepped up to the plate on more than one occasion this year to tackle some difficult challenges that the organization faced. As we all know, early in 2018, the South East Local Health Integration Network (SE LHIN) identified a number of issues of concern with respect to the operations of our organization and management of our funding. Through ongoing discussions with the SE LHIN, the CPHC Board welcomed their appointment of an investigator to assist us in addressing the concerns.

With the assistance and recommendations of an Interim Executive Director, the Board embarked on some significant changes for the organization and we are now beginning to experience the benefits. I want to stress the importance of our staff involvement in making these changes happen and for ensuring that CPHC continues to be a leader in senior care in Lanark, Leeds and Grenville.

One of our milestones came in February of 2019 when Tina Montgomery was appointed the new Executive Director for CPHC. Since then, Tina and her team have taken the re-organization head-on with a focus on service delivery and opportunities for improvement.

Our Lifeline program continues to grow with 1,425 clients served in 2018. Records indicate that this past year, the Lifeline button was pushed by individuals for a total of 14,461 times and Emergency Medical Services were called 724 times, as a result.

Our Treasurer will provide more detailed information on our much improved financial picture, but I want to again acknowledge both our Interim and new Executive Directors for their solid recommendations and hard work that have lead us in the direction we needed to go to reduce our debts. Fundraising is in high gear and we look forward to those exciting projects and events planned for 2019-2020.

Having taken on our challenges, the LHIN has shown its confidence in the CPHC staff and Board by issuing a new service agreement and assisting us significantly with extra funding. Although there is still much to do with respect to improving our communications and public awareness, reviewing our Strategic Plan, and recruiting in-home respite workers, in my mind, there is no question that we have the right team in place to accomplish our goals.

Last, but certainly not least, I want to recognize three leaders who are leaving, or have left our Board this year after countless hours and commitment to the organization. Our Treasurer, Heather Tolton and former Board Chair, Jim Bracken have helped guide the organization through some difficult times; they were in the hot seats when the LHIN came knocking last year. Their solid leadership is greatly appreciated and helped put us on the road to recovery.

A third member of the Board who is stepping aside is John Ker. John has been a Board member for over 20 years in the roles of Chair, Vice-Chair and a Director. Throughout his time, John has clearly been a cornerstone of all the successes of the organization including this great facility we enjoy today. John, on behalf of the Board, staff and thousands of seniors in Lanark, Leeds and Grenville, I sincerely thank you for your tremendous dedication.

Thanks to the staff, the hundreds of volunteers and the Board for making my job easy and for making Senior Support Services (CPHC) the leader in serving seniors for years to come.

  
Roger Haley, Chair  
CPHC Board.





## From the Executive Director's Desk ....

The past year has been one of significant change for the organization, moving to a centralized model of service delivery, and implementing some key strategies and improvements for change management and optimization of financial performance.

Since my appointment as Executive Director, I have been working closely with Coach, Eric Hanna, who has provided some key recommendations leading the organization toward the goals for transformation, and bringing a focus back to programming and those we serve. Eric's recommendations follow his review/investigation of the organization, as appointed by the South East LHIN, and at the request of our Board of Directors, in December 2018. We are pleased with the progress we are making with the transformation, and are now beginning to see some positive results. Eric, I thank you for your support, guidance, and moving us in the right direction of where we want to be.

With the closure of our satellite offices in Athens, Carleton Place, Gananoque, Portland, and Prescott, bringing all staff together in the Brockville location, we have been able to improve efficiencies and streamline service delivery to better serve our clients and caregivers. Although we no longer have 'staffed offices' in these locations, we continue to deliver community programs and services to our clients and caregivers in these communities. Without the financial pressures resulting from multiple office locations and associated operating costs, there is now a greater focus on how we can further improve our services.

The centralization has also been beneficial in strengthening our 'team'. Having greater opportunity to improve collaboration, exchange ideas, and team build, has provided a more solid foundation to carry out the Vision, Mission and Guiding Principles of the organization.

During my time as Executive Director, I have also had opportunity to work with my predecessor, Geoff McMullen, who fulfilled the role of Interim Executive Director until my appointment. Geoff was instrumental in getting the organization off to a new start, working closely with Eric Hanna through the investigation and initiating the transformations that have brought us to where we are today. Geoff, I thank you for your tremendous mentorship that has been most valuable in taking on this role and provided a relatively seamless transition from my previous role as Manager of Community Support Services during a very busy time with substantial changes underway.

In closing, I would like to acknowledge and commend our staff and dedicated volunteers who have been at the forefront throughout the changes this past year. Regardless of some challenging times, you each continued to fulfill our purpose and mission to keep our seniors at home with the supports and services that enable them to do so.

Thank you to our tremendous Board of Directors for your leadership, tireless work and dedication to the organization. We certainly would not be where we are today without your wisdom, skills, leadership, hard work and encouragement. I look forward to working with you all as we move into a new fiscal year with a strong foundation and a clear direction.

Regards,

Tina Montgomery,  
Executive Director





## Treasurer's Financial Summary for 2018/2019

The Financial Statements for the year ended March 31, 2019 were audited by Allan and Partners, LLP. The audit opinion is expressed in the Auditor's Report covering the financial statements.

### Statement of Operations

The Statement of Operations provides a summary of the overall operating results for Senior Support Services (CPHC). Revenues for the year ended March 31, 2019 were \$5.24 million, consisting mainly of government contributions (\$2.78 million) and client fees (\$1.73 million). Expenses were \$4.72 million, of which \$2.53 million was spent on wages and benefits. Supplies and Services were also a significant expense at \$0.69 million. The excess of revenues over expenditures of \$515 thousand was due mainly to onetime funding from the Southeast LHIN.

During the past year, Senior Support Services (CPHC) continued its fundraising efforts. Including other donations, over \$180,000 was raised. I would like to thank Crystal Sled for leading the campaign and the staff members who worked so hard to make it a success.

I would also like to express my gratitude to the members of our community who so generously stepped forward to donate their time and money to this important endeavour.

With the help of onetime funding from the Southeast LHIN we were able to show a surplus on our community support programs. This surplus, along with Lifeline profits, donations and other revenue generating activities has enabled us to continue to meet our debt obligations. This year we were able to reduce our long term debt by \$675,000.

Cash balance at year end was \$314,745. This is a significant improvement from our opening balance of \$51,513.

### Program Details

Community Support Services are primarily funded by the Ministry of Health and Long-Term Care, and allocated by the South East Local Health Integration Network. The balance of the funding is secured through client service fees, United Way funding, special grants, fundraising, and donations. With the help of these funding bodies, the United Way Leeds & Grenville, United Way Lanark County, area municipalities, our donors, volunteers and client fees we can continue to meet the growing needs of the communities we serve. On behalf of the Finance, Audit & Risk Management Committee, I extend thanks to the staff and management of Senior Support Services (CPHC) for their efforts to reduce the costs of delivering programs while maintaining a level of service the community has come to expect from this organization.

Respectfully Submitted,

Heather Tolton,  
Treasurer



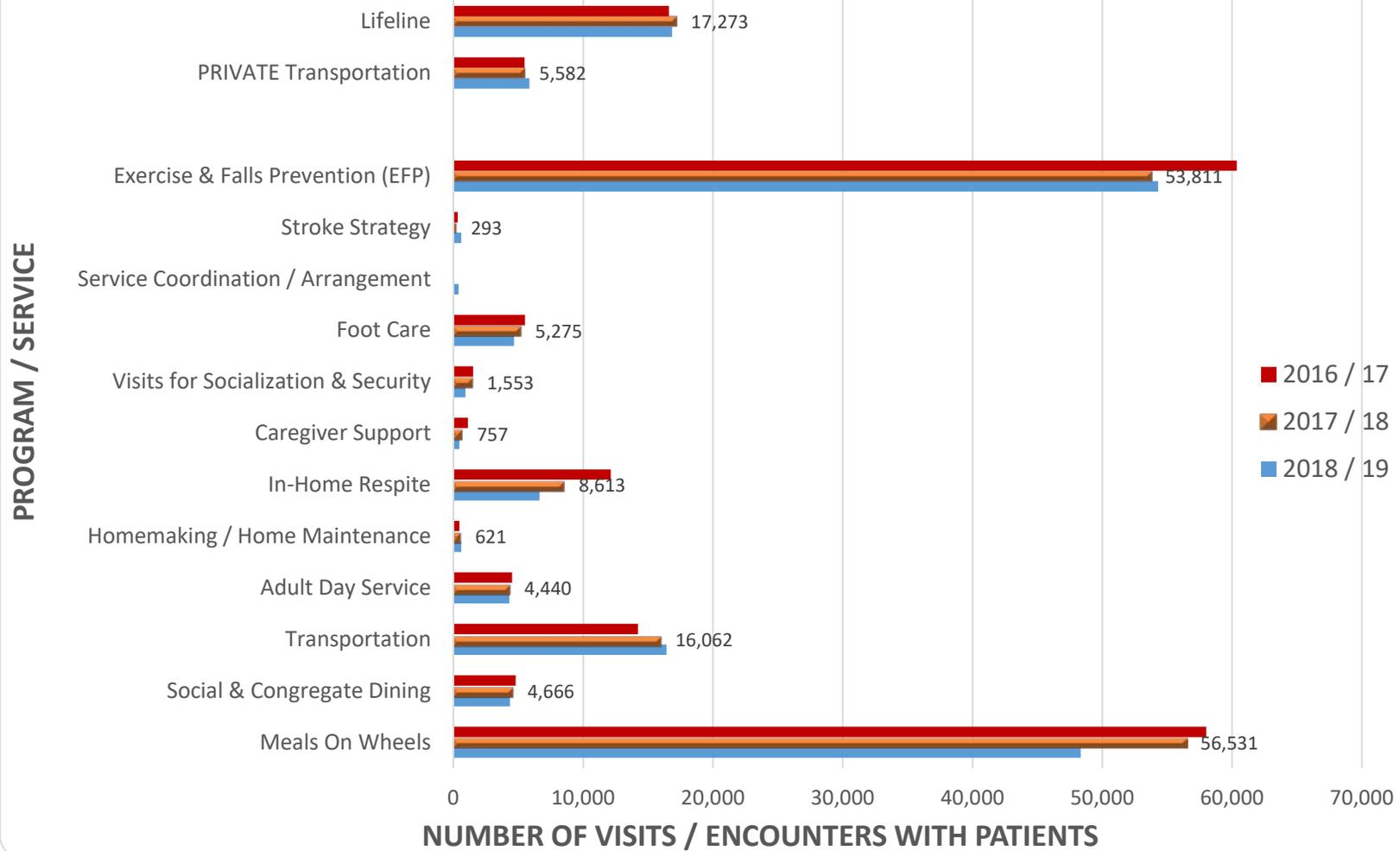


## FISCAL SUMMARY OF SERVICE STATS

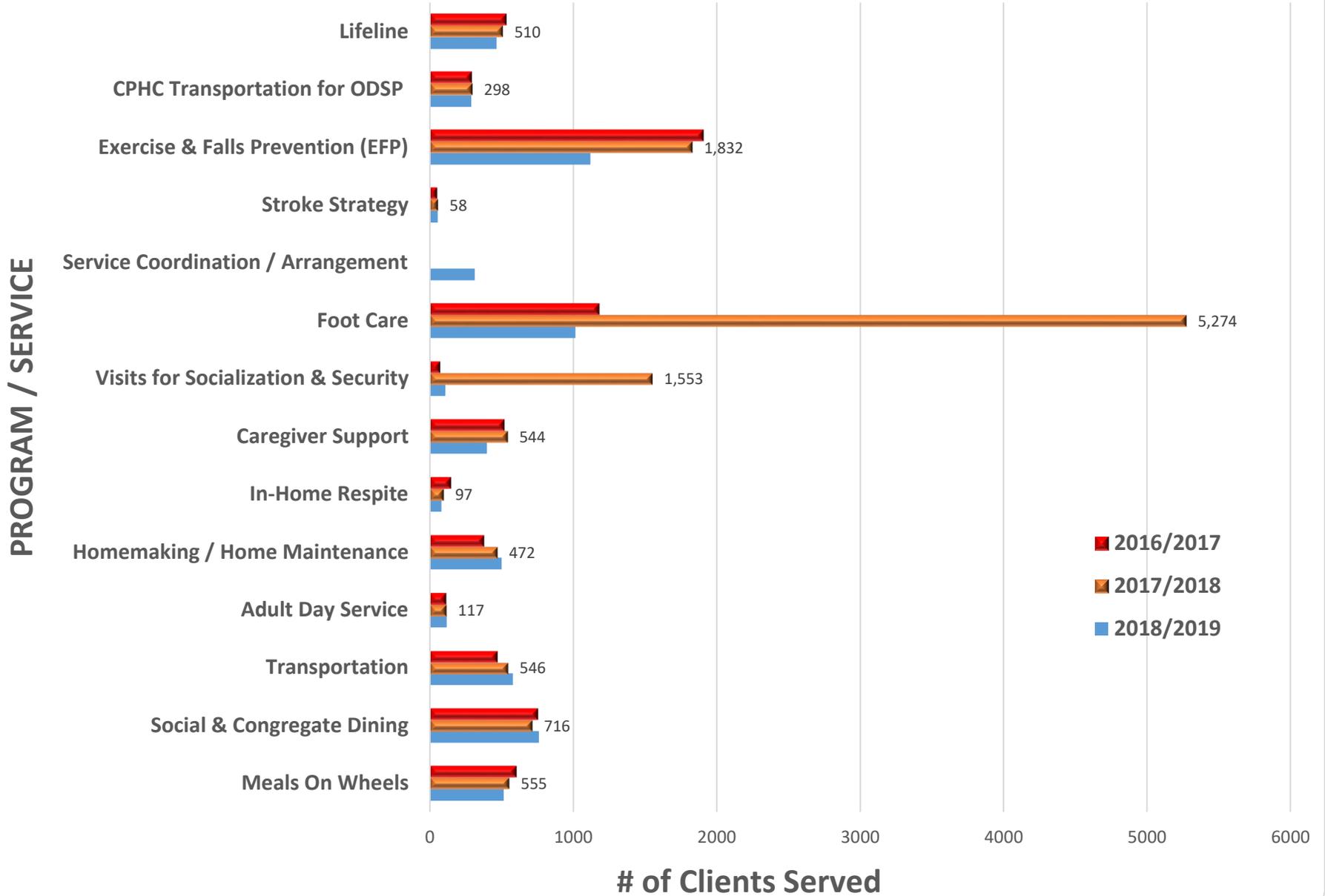


<i>Program / Services</i>	2018/ 2019		2017 / 2018		2016 / 2017	
	# Clients	Units of Service	# Clients	Units of Service	# Clients	Units of Service
Meals On Wheels	515	48,326	555	56,531	601	57,997
Social & Congregate Dining	759	4,355	716	4,666	750	4,788
Transportation	579	16,427	546	16,062	469	14,230
Adult Day Service	117	4,316	117	4,440	114	4,514
Homemaking	448	557	437	585	355	428
Home Maintenance	52	54	35	36	22	21
In-Home Respite	80	6,631	97	8,613	147	12,132
Caregiver Support	398	457	544	757	517	1,117
Social Reass. / Crisis Intervention	107	925	153	1,553	72	1,517
Foot Care	1,015	4,681	1,175	5,274	1,175	5,525
Service Coordination / Arrangement	313	391				
Stroke Strategy	54	596	58	293	51	329
Exercise & Fall Prevention (EFP)	1,118	54,294	1,832	53,881	1,904	60,355
<b>NEW Clients in Fiscal Year</b>	<b>1,943</b>		<b>2,801</b>		<b>3,221</b>	
<b>Total Clients &amp; Service Encounters (LHIN Funded)</b>	<b>3,725</b>	<b>141,995</b>	<b>4,589</b>	<b>153,848</b>	<b>4,947</b>	<b>162,678</b>
<b>NON-LHIN FUNDED PROGRAMS</b>						
Transportation (Private)	288	5,849	298	5,582	291	5,473
CPHC Lifeline	464	16,852	510	17,273	532	16,610
<b>NEW Clients (non-LHIN Funded) in Fiscal Year</b>	<b>657</b>		<b>719</b>		<b>741</b>	
<b>Total Clients (non-LHIN funded) in Fiscal year</b>	<b>752</b>		<b>808</b>	<b>22,855</b>	<b>823</b>	<b>22,083</b>

## Community Support Services - Visits/Encounters Statistics



## CPHC Services to Clients by Program/Service



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- Q In 2018/19 the organization was rebranded to *Senior Support Services (CPHC)*; the new logo/branding is a greater representation of who we are and what we do.
- Q We deliver *Community Support Services* to seniors throughout *Leeds-Grenville* from *Gananoque* to *Cardinal*, and north to *Kemptville* and the *Village of Westport*. Our *Lifeline* service and *Exercise & Fall Prevention Program* also serve individuals living in *Lanark County*.
- Q Our *Community Support Services* are funded through the following sources:
- |  |              |
|--|--------------|
| ✓ <b>South East Local Health Integration Network Funding</b>   | <b>(55%)</b> |
| ✓ <b>Client Fees</b>   | <b>(37%)</b> |
| ✓ <b>Fundraising, Donations and Other Miscellaneous Income</b> | <b>( 7%)</b> |
| ✓ <b>United Way</b>  | <b>( 1%)</b> |
- Q Last year the organization moved to a centralized service structure, closing 5 satellite offices in *Athens*, *Carleton Place*, *Gananoque*, *Portland*, and *Prescott*. This has enabled us to reduce operating costs incurred through these locations and to re-focus on service delivery vs. financial constraints. Although we do not have a 'staffed office' in these locations, we continue to provide solid community programs and support services in these townships/municipalities.
- Q In 2018/2019, we were very fortunate to have 564 volunteers who contributed 42,306.15 hours of their time to the organization helping deliver services and programs to clients and caregivers. The hours provided by these volunteers is an equivalent of 23 full time employees.
- Q In 2018/2019 our *Lifeline Program* volunteers (8) gave 1,282 hours of their time travelling 29,051 kms to install or service *Lifeline* equipment for a total of 1,050 individuals across the tri-county of *Lanark*, *Leeds & Grenville* as well as *Kingston* and surrounding area. *Lifeline* is a 24-7 personal security/response service that offers individuals a peace of mind and security; particularly those with chronic illness, those at risk for falls, and those who live alone. Revenues generated through this program help subsidize our other senior support services.
- Q Last year our volunteer fitness instructors provided seniors' fitness classes in several communities throughout the tri-county of *Lanark*, *Leeds & Grenville* serving a total of 1,913 seniors for a total of 3,489.25 hours, driving a total of 37,376 kms. Seniors participated in various classes such as our *Exercise & Fall Prevention Program* with classes offered in 8 community locations, *Gentle Fit* classes in 9 community locations, *Stroke Survivor Exercise Classes* in *Perth*, and *Seniors Exercise Classes* in 23 community locations. Our volunteer instructors are certified through the *Canadian Centre of Activity and Aging – Western University*.
- Q In 2018/2019 our organization delivered a total of 48,326 meals, with the assistance of 144 volunteers, to 515 clients throughout *Lanark*, *Leeds & Grenville*. Volunteers contributed 3,178.50 hours of their time, driving 16,843.1 kms to deliver these meals.
- Q Last year our volunteers provided transportation to 579 clients for a total of 16,427 drives to *Dialysis*, *Chemotherapy*, and specialist appointments/treatments within *Lanark*, *Leeds & Grenville* as well as to larger centres, i.e. *Ottawa* and *Kingston*. Additionally, the organization assisted the *Ontario Disability Support Program* with our volunteers making 5,849 trips to appointments and other essential services for 288 *ODSP* clients.
- Q In 2018/2019 the *Senior Support Services (CPHC)* Board of Directors consisting of 9 members dedicated 920.60 hours of their time to the organization, driving a total of 6,4808.8 kms to attend meetings, and other organization related business.